

MEMORANDUM TO ENVIRONMENT, SAFETY AND HEALTH EMPLOYEES

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ENVIRONMENT, SAFETY AND HEALTH

SUBJECT: ENVIRONMENT, SAFETY AND HEALTH STRATEGIC ALIGNMENT

In his March 3 memorandum, Secretary Richardson emphasized the importance of the policy, oversight and enforcement functions performed by the Office of Environment, Safety and Health (EH). Over the next two years, the Secretary indicated that we need to focus on the following goals:

- Successful implementation of Integrated Safety Management (ISM);
- Effective oversight and enforcement to insure environment, safety and health (ES&H) accountability;
- Leadership in establishing ES&H policies, standards, guidance and complex-wide safety initiatives such as Voluntary Protection Program and Work Smart Standards;
- Participation in corporate Departmental projects and programs, providing technical expertise and advise when required;
- Corporate ES&H analysis, reporting and lessons learned for the benefit of the DOE complex; and
- On-going support for a prioritized agenda of public health activities at DOE sites and a fair and effective compensation program for the department's sick workers.

In my few months here it is clear to me that we in EH are many things to many different people. At any given time, people look to EH for leadership, guidance and support in many areas including: establishing ES&H policies and standards; being DOE's internal safety and health regulator; providing solutions to many ES&H issues including those involved with privatization or leasing of facilities; protecting workers from beryllium disease; being the Department's technical resource for ES&H knowledge and information; and providing technical assistance to other parts of the Department.

In a world of shrinking resources and limited budgets, we need to do more with less. And we do that best by prioritizing what we want to accomplish and then aligning our resources to get the job done. To meet these goals, I believe we need to take the following actions:

1. **Strengthen the Office of Oversight** with an emphasis on the review of ISM implementation by line management, environmental compliance, and nuclear safety. This will be accomplished by matrixing EH personnel, voluntary transfers from within EH, and an expansion of the Oversight Information Network.
2. **Strengthen the Office of Enforcement and Investigation** to reinforce on-going Department-wide activities under the Price-Anderson Authorization Act enforcement program. Resources will be added to this program through voluntary transfer of professional staff from within EH.
3. **Restrict use of contract support.** Contract support services should be used only in cases where Federal personnel cannot perform a function. Clearly many administrative functions -- clerical, graphics, technical editing, report preparation and meeting note-taking -- can be performed by EH personnel. My Office will work to insure that we are not paying for support that can be performed in-house with existing EH Federal personnel. I also encourage managers to identify opportunities for cost savings where contract support is necessary.
4. **Promote career development opportunities for EH staff through voluntary intra-office lateral reassignment opportunities and details.** Such a mechanism to encourage employees to take on temporary assignments or lateral reassignment opportunities within EH will help management fill high-priority jobs and address skill gaps and will give employees opportunities to broaden their skills and experience in other technical ES&H disciplines. In the near future, we expect opportunities for such lateral reassignments in the Office of Oversight and the Office of Enforcement. Job announcements will be posted internally to EH.
5. **Focus technical assistance on the highest priority, corporate-wide needs.** Given the number of recognized experts within EH, Field Offices frequently turn to us for technical assistance and advice. Sometimes this support is requested on short notice to respond to an emerging problem or crisis. While these relationships have been positive and productive, declining resources and increasing demands require that we focus our resources. Before agreeing to provide assistance, we need to formally define with our customers what services we will provide, for how long, and with what resources. Where the use of EH contractors is requested for technical assistance, prior approval from Richard Kiy, Acting Principal Deputy Assistant Secretary for EH, will be required.
6. **Transfer functions not related to ES&H.** In response to the Secretary's decision to strengthen safeguards and security across the Department, EH will be transferring associated employees and contract dollars to the Office of the Secretary. In addition, following in response to the Secretary's decision to consolidate aviation management and aviation safety functions into the Office of Management and Administration (MA), EH will be transferring associated employees and contract dollars to MA.

- 7. Better utilize information technology tools.** Through the hard work of many of you, we now have a new EH Web portal to replace the current EH TIS web site (www.tis.eh.doe.gov/portal/). Over time, we expect that the EH Web Portal will be the focal point for all the Department's ES&H information. Used effectively, the portal could reduce the need to travel, provide on-line training, and provide an alternative to "on-site" technical assistance. The portal also puts EH in a position to improve corporate reporting and analysis across the DOE complex.
- 8. Strengthen ES&H analytical capabilities.** Increasingly, EH is being called on to provide lessons learned, trend analysis and ES&H performance indicators and we need to do more in this area. Various options are being evaluated in order to meet the growing complex-wide demands for EH to provide better and more timely corporate ES&H reporting information and analysis.
- 9. Clarify budget line items to reflect EH's core business lines.** Beginning with the FY 2001 budget, we will redefine the function that we now call "technical assistance." Specifically, we will identify the policies and standards, ES&H analysis, and corporate reporting functions as separate line items so that these activities will not be confused with technical assistance.

I believe these steps will go a long way towards strengthening EH's ability to meet its commitments. But before we move ahead, I want to know what you think. Please send your comments as it replies to this message.

I look forward to working with you to make EH a stronger and more efficient organization.